

ANGUS COUNCIL

POLICY & RESOURCES COMMITTEE – 2 DECEMBER 2014

RESOURCES DIRECTORATE MID TERM PERFORMANCE REPORT

REPORT BY MARK ARMSTRONG, STRATEGIC DIRECTOR - RESOURCES

ABSTRACT

This report presents the mid term performance report for the Resources directorate covering the first six months of the 2014/15 financial year.

1. RECOMMENDATION

It is recommended that the Committee note the terms of the 2014/15 Resources directorate mid term performance report.

2. INTRODUCTION

2.1 As an integral part of the Council's performance management arrangements, each directorate prepares a mid term performance report covering the period 1 April to 30 September for submission to their service committee in the November/December committee cycle.

2.2 The reports are designed to give members, employees and the public (who have access to the reports via the Council's website) an update of performance within directorates during the first six months of the financial year.

2.3 Attached to this report is the service performance report for the Resources directorate for the first six months of 2013/14.

3. RISKS

This report does not require any specific risk issues to be addressed.

4. FINANCIAL IMPLICATIONS

There are no financial implications associated with the terms of this report.

5. CONSULTATION

The Chief Executive, Head of Corporate Improvement & Finance and Head of Legal & Democratic Services have been consulted in the preparation of this report.

NOTE: No background papers, as detailed by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

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**Resources Directorate
Improvement Plan**

**Mid-Term Report
30 September 2014**

Introductory paragraph from Mark Armstrong, Strategic Director Resources

As this mid-term report shows the Resources Directorate has made good progress in delivering the actions within its Improvement Plan. These range from the successful completion of priority actions, such as the very effective co-ordination and management of the Scottish Independence Referendum, to laying the foundations for strategically important work as the Council moves forward with its Transforming Angus change agenda, for example the tender and commissioning of the Council's Strategic Partner and the establishment of the Programme Office.

Over the period covered by this report I am pleased to report that the Leadership Team of the Resources Directorate is now at full strength following the appointment of the Head of Service (HR, IT and OD), Service Manager (Transforming Angus), Service Manager (Information Technology) and Service Manager (Legal Services). With this new, committed and extremely competent team in place I am confident that the good progress made to date will be continued and improved upon.

The Resources Directorate supports the delivery of the following partnership priorities and local outcomes:

Partnership Priorities and Local Outcomes	Council Priorities	Resources Directorate Priorities
<p>Communities that are Learning and Supportive:</p> <ul style="list-style-type: none"> ➤ Individuals are involved in their communities 		<ul style="list-style-type: none"> ➤ Manage a range of statutory elections
<p>Communities that are Caring and Healthy:</p> <ul style="list-style-type: none"> ➤ We have improved the health & wellbeing of our people and inequalities are reduced 	<ul style="list-style-type: none"> ➤ Integration of Health and Social Care 	<ul style="list-style-type: none"> ➤ Support the integration of Health & Social Care ➤ Effective management of the impacts of Welfare Reform and other legislative changes
<p>Managing Our Business:</p>	<ul style="list-style-type: none"> ➤ Transformational Change 	<ul style="list-style-type: none"> ➤ Develop and implement Priority Based Budgeting ➤ Support all Directorates to deliver budget savings ➤ Design and implement sustainable support services that are 'fit for purpose' as the Council changes ➤ Ensure the Council has a high performing, confident workforce ➤ Redesign the Council's income management and debt collection arrangements ➤ Deliver the key strands of the Transforming Angus programme ➤ Ensure continued Public Sector Network (PSN) compliance ➤ Ensure continued effective governance and statutory compliance

Priority: Manage a range of statutory elections

What the service will do:

- Improve voter registration and electoral participation across Angus;
- Meet all statutory requirements as set out in relevant legislation;
- Deliver accurate results in which all stakeholders have confidence.

How we will do this	Progress as at 30 September
We will carry out an evaluation of all activities undertaken at previous elections and implement improvements for forthcoming elections, where appropriate;	Evaluation of European Election completed and actions fed into project plans for Scottish Independence Referendum. Evaluation of referendum currently underway - actions will be fed into project plans for UK Parliamentary election due to be held May 2015.
We will engage with voters to ensure that they have the information they require to exercise their democratic right to vote at the forthcoming European Parliamentary Election and Scottish Referendum on Independence;	Voter engagement taken forward with help of Electoral Participation Working group and backed up by website information, national and local media campaigns for both. Action now complete.
We will engage with young voters to promote voter registration and encourage electoral participation in the run up to the Scottish Referendum on Independence where anyone aged 16 or over on the day of the Referendum will be entitled to vote;	Worked with Electoral Registration Officer to ensure that all young people entitled to vote were able to do so at the Referendum. By 18 th September a total of 2490 young people aged 16 and 17 were registered to vote. Action now complete.
We will engage with people who want to stand for election to ensure they can have confidence in the management of the process and result	Information for candidates at European election and for campaigners at the Referendum was available via the Council's website. This was reinforced at the meetings held by the Local Returning Officer/Counting Officer with relevant stakeholders prior to each electoral event.

We will measure this by monitoring	Progress as at 30 September
Results of the Electoral Commission's Returning Officer and Electoral Registration Officer Key Performance Indicators	Returns completed and returned as per timescales set by Regional Returning Officer/Chief Counting Officer. All performance standards met or exceeded.
Post-election evaluation exercise	Evaluation of European Election completed and actions fed into project plans for Scottish Independence Referendum. Evaluation of referendum currently underway - actions will be fed into project plans for UK Parliamentary election due to be held May 2015.
Feedback from the RRO, candidates, agents, voters, stakeholders, staff and organisations with an interest in the voting process including disability organisations	All feedback from European Election and Scottish Independence Referendum will be assessed by the Returning Officer and his team and fed into project planning for future electoral events.

Priority: Support the integration of Health & Social Care

What the service will do:

- Provide legal, financial, IT, HR and Organisational Development advice and support to the integration process;
- Work across organisational boundaries in Tayside to ensure the effective implementation of Health & Social Care Integration.

How we will do this	Progress as at 30 September
Participate actively in local and national working groups to support integration	<p>Officers attend the Tayside, Angus, Perth & Kinross and Dundee (TAPD) Group every six weeks to discuss and develop HR & OD policies, procedures and solutions in relation to Health & Social Care Integration. In addition Corporate Improvement & Finance staff are involved in local working groups tasked with developing:</p> <ul style="list-style-type: none"> • Financial Regulations for the Joint Board (draft completed) • Financial aspects of the Integration Scheme (draft completed) • Financial monitoring/reporting

How we will do this	Progress as at 30 September
	<p>documents to the Joint Board for in-scope services (underway)</p> <ul style="list-style-type: none"> • The Strategic Plan (recently commenced) <p>Officers from Legal services continue to attend the SOLAR Working Group on Integration. They also provide legal advice to the Shadow Joint Board (and the Interim Chief Officer) and are contributing to the drafting of the Integration Scheme itself.</p>
Participate in the Angus Project Board and Tayside Joint Issues Group	The Resources Directorate are represented on both the Angus Health and Social Integration Project Board and the Tayside Joint Issue Group.

We will measure this by monitoring	Progress as at 30 September
Participation in relevant development and governance arrangements	As detailed above Council officers are actively engaged in a range of local and national working groups to support integration, To aid cross- Council integration of officer activity, a corporate officer group has been established and is chaired by the Strategic Director – Resources.
Effectiveness of our involvement and its contribution to successful integration	Engagement of Resources Directorate officers from Finance, HR, IT & OD and Legal in internal and external working groups is supporting the progress of integration.

Priority: Effective management of the impacts of Welfare Reform and related legislative changes

What the service will do:

- Ensure Angus citizens have access to a range of support and assistance services to help them with the impacts of welfare reform;
- Provide Discretionary Housing Payments, Community Care and Crisis Grants to eligible claimants.

How we will do this	Progress as at 30 September
We will manage the Discretionary Housing Payments, Community Care and Crisis Grant funds	Discretionary Housing Payments are being approved in accordance with Council policy to negate the impact of the "bedroom tax". Community Care & Crisis Grants are being approved in accordance with the priority level.
We will support the Council's implementation of its digital skills and financial inclusions strategies	Work is ongoing and now being managed by an Angus Welfare Reform Group. The Angus Digital Skills Academy has been extended following the successful pilot project in 2013/14. Additional resources have also been deployed to support welfare rights/ financial advice work.
We will work with the Department for Work & Pensions to implement a local support services framework for Angus citizens affected by welfare reform	This work is to be overseen by a new Angus Welfare Reform Group but Angus is not one of the current pilots for the local support services framework so it may take some time before the Department of Work & Pension's (DWP) preferred model is known. In the meantime local support arrangements on financial and digital inclusion will continue.
We will redesign the visiting officer service in conjunction with the Communities Directorate	Work on this has been postponed pending completion of a review of welfare rights services and a focus in the interim to consolidate debt management functions within Corporate Improvement & Finance. The visiting officer redesign is however expected to be picked up again in early 2015.

We will measure this by monitoring	Progress as at 30 September
<p>Number of applications, approval rates and spend on Discretionary Housing Payments (DHP), Community Care and Crisis Grant budgets for 2014/15 of £357,857, £273,205 and £145,866 respectively</p>	<p>Approximately 1,100 applications have been approved for DHP committing a total spend of £475,000. This will fully utilise all of the DWP DHP budget and approximately 40% of the Scottish Government's budget by year end. In addition, approximately 1300 Crisis Grants have been approved totalling £60,000 and 500 Community Care Grants have been approved totalling £188,000. Combined this is 50% of the annual budget plus last year's carry forward at mid-year. Priority levels will continue to be monitored and adjusted to keep spend within provision.</p>
<p>Progress in delivering the 10 recommendations of Angus Council Report 391/13</p>	<p>Members received a full update of progress on this in June 2014. This work is to be overseen by a new Angus Welfare Reform Group but some of the more challenging aspects of implementation have still to be completed. Limited progress has been made between June and September due to other work priorities including the Finance Services review and Residual Waste projects.</p>
<p>Average number of days to decide new claims for council tax and housing benefits from the date of receipt of the claim (KPI)</p>	<p>Risk based verification is now fully implemented and an improvement of 6 days on the same period last year (23 days) has been shown for the second quarter of this financial year. This is an improvement of approximately 25% on the same period last year. This improved performance is now expected to continue throughout the remainder of the year.</p>
<p>Average number of days to process changes of circumstances for council tax and housing benefits from date of receipt of the notification of the change (KPI)</p>	<p>Risk based verification is now fully implemented and an improvement of 1 day on the same period last year (6 days) has been shown for the second quarter of this financial year. This is an improvement of approximately 16% on the same period last year. This improved performance is now expected to continue throughout the remainder of the year.</p>

Priority: Develop and implement Priority Based Budgeting

What the service will do:

- Begin to profile current service costs across the Council and partner agencies (based on local outcomes);
- Begin to profile costs in relation to the priorities of thematic partnerships and the cross cutting priorities of the Angus Community Planning Partnership;
- Identify and agree longer-term expenditure shifts to maximise outcomes;
- Lead the reconfiguration of budget allocation to deliver on outcomes.

How we will do this	Progress as at 30 September
We will undertake consultation to inform the 2015/18 budget setting process across partnership agencies	Discussions about our approach to engagement/consultation for the 2015/16 budget round have been held with the Policy & Budget Strategy Group (PBSG). The focus will be on on-going engagement and involvement with key groups and communication about our priorities, plans and challenges rather than on a narrower subject of budget consultation. Work to shape this has begun but the main workload falls during the October to April period.
We will identify (in broad terms initially) using 2014/15 budget information how much each partner is spending on local priorities and outcomes	Action recommended for deletion from the ACCP Improvement Action Plan 2013-16 by the Community Planning Resources Group. The group are discussing alternative approaches with the Improvement Service to gain better value and insight from work on a smaller more focussed group of priorities and outcomes. This action will now also be deleted from the Directorate Improvement Plan.
We will profile costs in relation to identified priorities	Action recommended for deletion from the ACCP Improvement Action Plan 2013-2016 by the Community Planning Resources Group. The group are discussing alternative approaches with the Improvement Service to gain better value and insight from work on a smaller more focussed group of priorities and outcomes. This action will now also be deleted from the Directorate Improvement Plan.

How we will do this	Progress as at 30 September
We will provide a clear starting position to assess if financial resources are being directed at the most important areas using models such as the Integrated Resource Framework	Action recommended for deletion from the ACCP Improvement Action Plan by Community Planning Resources Group. The group are discussing alternative approaches with the Improvement Service to gain better value and insight from work on a smaller more focussed group of priorities and outcomes. This action will now also be deleted from the Directorate Improvement Plan.
We will identify activity and spending which doesn't contribute towards outcome delivery	Action recommended for deletion from the ACCP Improvement Action Plan by Community Planning Resources Group. The group are discussing alternative approaches with the Improvement Service to gain better value and insight from work on a smaller more focussed group of priorities and outcomes. This action will now also be deleted from the Directorate Improvement Plan.
We will contribute towards an evaluation of the use of Change Fund resources	The Community Planning Resources Group are discussing approaches with the Improvement Service to gain better value and insight from work on a smaller more focussed group of priorities and outcomes.
We will identify and assess options for redirecting resources to achieve the outcomes we are targeting.	The Community Planning Resources Group are discussing approaches with the Improvement Service to gain better value and insight from work on a smaller more focussed group of priorities and outcomes.
The options for redirecting resources will examine evidence which supports any changes in resource deployment	The Community Planning Resources Group are discussing approaches with the Improvement Service to gain better value and insight from work on a smaller more focussed group of priorities and outcomes.
We will develop an investment plan to support the Early Intervention and Prevention strategy	The Community Planning Resources Group are discussing approaches with the Improvement Service to gain better value and insight from work on a smaller more focussed group of priorities and outcomes.

How we will do this	Progress as at 30 September
We will apply revisions to our budgets for 2015/18 based on the conclusions from the work above so that they better match our priorities and the outcomes we want	Work ongoing as part of financial governance work in preparation for health and social care integration. Residual change fund monies will be carried forward for use by the new Integration Joint Board.

We will measure this by monitoring	Progress as at 30 September
Development and implementation of Priority Based Budgeting across the Council	This is a work in progress. The new Council Plan gives a good base to know what our intended priorities are so the action now is to allocate our budgets to reflect those priorities. In a significant departure from past practice savings for the period beyond 2016/17 are being identified on a cross Council basis rather than via directorate targets and this will help focus on those areas which contribute most to our priorities. Capital budgeting/planning continues to be well focused on the Council's priorities.
Development and implementation of resource collaboration across the Community Planning Partnership	The Community Planning Resources Group and the Accommodation Group are taking this work forward. The group are discussing alternative approaches with the Improvement Service to gain better value and insight from work on a smaller more focused group of priorities and outcomes.
Progress with our budget profiling and other activities identified above	Action recommended for deletion by Community Planning Resources Group.
Scale of resource shifts which have been made between services and within budgets	Action recommended for deletion by Community Planning Resources Group.

Priority: Support all Directorates to deliver budget savings

What the service will do:

- Implement in full all agreed 2014/17 budget savings for the Resources Directorate;
- Support all services of the Council to deliver budget savings to ensure that a balanced budget can be set for each financial year;

How we will do this	Progress as at 30 September
We will deliver existing budget decisions over the period 2014/17	Ongoing but evidence from 2015/16 budget submission is that the Resources Directorate is on track to deliver agreed savings over the 3 years 2014/15 to 2016/17.
Identify budget saving requirements for the Council in light of current and projected funding and expenditure levels	Medium Term Financial Strategy submitted to Council in June 2014 and projected funding gap identified therein.
We will ensure a strategy for addressing the savings requirement is presented to Members within an overall priority based budgeting approach	The Policy & Budget Strategy Group (PSBG) has agreed approach to identification of savings to meet this gap and work to deliver on savings options is ongoing.
We will, where appropriate, support directorates in undertaking and implementing reviews to deliver savings proposals	Finance Services staff are supporting a number of savings review exercises being undertaken by directorates, particularly within the People Directorate where project team membership is evident. A backstop date of 31/12/15 has been set for this support on the anticipation of the need for reviews to conclude to inform the 2016/17 revenue budget.

We will measure this by monitoring	Progress as at 30 September
Delivery of agreed budget savings of £1.193million for the Resources Directorate over 2014/15 to 2016/17	Ongoing but evidence from 2015/16 budget submission is that Resources Directorate is on track to deliver agreed savings over the 3 years 2014/15 to 2016/17.
Delivery of agreed budget savings of £17.535million for the People and Communities Directorates and Chief Executive's Unit over 2014/15 to 2016/17	Some issues have been identified from 2015/16 budget savings submissions which may require some savings to be replaced but these are not significant to the Council's overall financial strategy and the directorate savings strategies remain largely on track.

Identification of further budget savings, currently projected at £3.672million, across the Council to close the funding gap over 2014/15 to 2016/17	Work ongoing. The PBSG have agreed process and approach. A further £11m in savings options by 2017/18 is being targeted.
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Identified Risk: **Delivery of planned budget savings**

Risk Description: There is a risk that services will be unable to deliver planned budget savings over next three financial years and potential efficiencies and cost savings not being realised from planned reviews

Risk Action	Progress as at 30 September
We will regularly review budget savings to ensure that alternative savings proposals are available in case planned budget savings cannot be delivered in full	This is monitored on an on-going basis by the Resources Directorate Leadership Team. There are no concerns at this stage that budget savings cannot be delivered in full.
We will update the Medium Term Financial Strategy in order to review the extent of the funding gap which the Council requires to address	Complete – the Medium Term Financial Strategy was submitted to Council in June 2014.
We will put in place a monitoring regime for the Resources Directorate's agreed budget savings which will be reported to the Policy and Budget Strategy Group	This is monitored on an on-going basis by the Resources Directorate Leadership Team. 2014/15 savings are being monitored through normal budget monitoring processes. 2015/16 and 2016/17 savings have been reviewed as part of the 2015/16 budget submissions – some adjustments to previously agreed savings are required but these are not significant.

Priority: Design and implement sustainable support services that are ‘fit for purpose’ as the Council changes

What the service will do:

- Secure customer feedback on the quality and effectiveness of our services and design improvements to increase customer satisfaction;
- Establish service standards for internal support services;
- Continuously review and improve services.

How we will do this	Progress as at 30 September
We will carry out a strategic review of procurement	This has been identified as a Transforming Angus (TA) project. Draft Outline Business Case and Project Initiation documents have been produced. Project management resource has been allocated and engagement with the Council's TA partners, EY, is underway. However, professional / technical support resourcing has still to be identified and finalised to allow the project to start. The proposed completion date of Dec 2017 assumes a project start by 31 December 2014.
We will complete a clerical/admin staff review and a review of our staffing section	The review of the staffing section has been completed and affected employees are now in place within the central team. A cost/benefit analysis is required to ascertain the value of undertaking a whole scale review of the clerical/admin function across the Council.
We will complete a review of the organisational development function	This review has been completed and the new structure will come into effect on 1 October 2014.
We will conclude the implementation of our professional accountancy services to provide a more sustainable and efficient service which meets the essential support needs of the Council	Work complete. New structure comes into effect on 1 October 2014 albeit there will be several months of transition required.
We will develop a Purchase to Pay strategy to provide a simplified and more efficient process to buying and paying for goods	Draft Outline Business Case and Project Initiation documents have been produced as part of the Transforming Angus strategic procurement review project (see above). Project management and technical support resourcing has still to be identified and finalised to allow the project to start. The proposed completion date of

How we will do this	Progress as at 30 September
	December 2016 assumes a project start by 31 December 2014.
We will define clear roles, responsibilities and accountabilities between services and corporate support	<p>Service standards for Finance services have been agreed with the Council's Management Team (CMT).</p> <p>Service standards will be developed as part of the operational plan for HR, IT & OD.</p> <p>Service standards are currently under review in Legal & Democratic Services and the current suite will be developed over the coming months to ensure that they are fit for purpose.</p>

We will measure this by monitoring	Progress as at 30 September
Total procurement savings achieved year on year, including both cash and non-cash (KPI)	This is an annual Key Performance Indicator so mid-term results for 2014/15 are not available. By way of interim indication however, a procurement savings opportunity of £895,697.94 was projected at the beginning of the 2014/15 financial year against a target of £450,000.
Total transactions that are e-transactions(through an e-procurement system) (KPI)	This is an annual Key Performance Indicator so mid-term results for 2014/15 are not available. By way of interim indication however, total e-transactions through the Council's current e-Procurement systems (PECOS, Northgate & Archimedes) for Quarter 1 (April – June) 2014/15 = 14,828 which is 95% of target for that period (i.e. "60% of Angus Council ordering activity to be through an e-purchasing system.")
Central support services (external to services) as a proportion of Council running costs (LGBF)	This indicator is reported on annual basis via the Directorate Annual Report.
Cost of Democratic Core per 1,000 population (LGBF)	This indicator is reported on annual basis via the Directorate Annual Report.
Levels and changes in customer satisfaction	This will be reported as part of the annual performance report.

Priority: Ensure the Council has a high performing, confident workforce

What the service will do:

- Lead and support workforce and organisational change and development across the Council;
- Build workforce capacity, flexibility and adaptability;
- Develop a culture of high performance and improvement;
- Improve health and safety management arrangements across the Council.

How we will do this	Progress as at 30 September
We will develop and implement a workforce strategy aligned to the Council's vision and transformational change programme	The Workforce Strategy and associated plans are currently under development by the Organisational Change Management Team (OCMT).

How we will do this	Progress as at 30 September
We will ensure that we have and implement people management policies which support the Transforming Angus programme	A rolling programme for review and development of people management policies which support Transforming Angus is being developed and a Sounding Board of representatives from across Council services has been established to support consultation.
We will provide learning and development opportunities and support that build the sustainable capacity of our employees and teams	Work ongoing. A range of learning interventions are being developed and delivered for the workforce.
We will build our coaching capacity and capabilities	Programmes and workshops that support managers to develop their coaching capabilities are ongoing. Internal coaches are being developed and supported through supervision and Continuing Professional Development (CPD) events.
We will provide high quality advice and support to services and members	This is provided on an ongoing basis.
We will lead the implementation of the revised safety management framework	Development work continuing, including safety management training for managers and fire safety training for building managers. Training to be rolled out from January 2015.
We will involve and engage our employees	<p>The Resources Directorate involve and engage our employees in the following ways:</p> <ul style="list-style-type: none"> • A Staff Sounding Board and monthly staff newsletter continue to operate for Corporate Improvement & Finance • Agendas for and notes of all OCMT meetings are posted on Sharepoint as well as a sharing news and discussion section for employees in HR, IT & OD. All employees are involved in the development of the operational plan and discussion groups will be established in the development of the Workforce Strategy. • Agendas and cascade briefing from all Legal & Democratic Services

How we will do this	Progress as at 30 September
	<p>Management Team meetings are available on Sharepoint along with a sharing news and discussion section for employees. All employees are consulted on the development of the Directorate Improvement Plan and operational plan via team meetings. The service also holds quarterly Line Managers meetings.</p>
<p>We will work with partners</p>	<p>EY have been engaged as the Council's strategic partner and work has commenced to identify where they can add value to the Council's Transforming Angus change programme. The OD team is working with partners in Dundee City and NHS Tayside in the delivery of leadership development and the HR team is also working with other Tayside partners in the development of Workforce Planning tools.</p>
<p>We will develop new staff competency frameworks to suit the Council's vision and transformational change programme</p>	<p>Work is ongoing. Development of competency frameworks is part of the Workforce strategy and associated plans.</p>

We will measure this by monitoring	Progress as at 30 September
<p>Qualitative methods including liP reviews, employee surveys and exit interviews to assess our performance and will develop further robust tools for this purpose</p>	<p>The Resources liP Report has been reviewed by the management team and actions to address issues raised are being developed for inclusion in service operational plans.</p>
<p>Sickness absence (Resources)% (KPI)</p>	<p>During the 1st half year, the sickness absence rate per available working days was 2.63%. Unfortunately, it has not been possible to compare this figure with that of 2013/14, due to the amended organisational structures within the council.</p> <p>The mid-term percentage above comprises two quarterly figures of 1.74% and 3.53% with the working days lost through sickness being 288 and 573 respectively. It is clear that sickness absence in the second quarter was approximately double that of the first.</p>

We will measure this by monitoring	Progress as at 30 September
	Further analysis revealed that of the 573 working days lost in the second quarter, approximately 400 days were attributable to 10 employees being off for approximately 40 days each, attributable to 70% of the Directorate total. Situations like these are not common, and with concentrated sickness absence management, will be expected to return to the more usual and favourable level of the first quarter.
Sickness absence days lost per employee (Resources) (KPI)	<p>During the 1st half year, the days lost per employee was 1.38 days. Likewise, it has not been possible to compare this figure with that of 2013/14, due to the amended organisational structures within the council.</p> <p>The mid-term figure comprises two quarterly figures of 0.92 and 1.82 days lost per employee and the reasons why are as explained in the above measure.</p>
Employee Turnover Rate (Resources) (KPI)	This indicator is reported on annual basis via the Directorate Annual Report.
Sickness absence days lost per employee(all non-teaching employees)(KPI)	<p>The 1st half year data showed that the days lost per employee, across all non-teaching employees, was 2.31 days, which is 67% higher than the level in the Resources Directorate. Likewise, it has not been possible to compare this figure with that of 2013/14, due to the amended organisational structures within the council.</p> <p>The mid-term figure comprises two quarterly figures of 2.31 and 2.31 days lost per employee.</p>
Proportion of employees who say that overall they enjoy their job (KPI)	This information is not available as no Employee Attitude survey has not been undertaken in 2014. The next survey is planned for 2015.
% of the highest paid 5% of earners among council employees that are women (SPI) (LGBF)	Half yearly figures 45.64% - this shows an improvement on the 2013/14 figure of 40.10% and exceeds the target of 41%.

We will measure this by monitoring	Progress as at 30 September
	These figures do not include teaching staff.
HR Customer satisfaction results (KPI)	Minimal data collected and available for reporting and is therefore no longer considered to be a viable indicator. This indicator will be deleted in 2015/16.

Identified Risk: Sound Resource Management

Risk Description: There is a risk, with the proposed reductions in staffing resources available, that these may be used ineffectively and/or workloads become too great leading to a greater risk of services being unable to maintain or improve service delivery

Risk Action	Progress as at 30 September
We will ensure resources are directed to delivering key outcomes and provide clarity on work which is to be ceased or deferred to allow this to happen in practice	This is monitored on an on-going basis by the Resources Directorate Leadership Team. This was covered to a degree by service reviews but further work is required to ensure overall workloads can be managed. Some actions have slipped because of workload pressures. Identifying work which can be ceased remains a challenge across the directorate.
We will develop and diversify the skills of existing staff	Work to develop the Council's Workforce Strategy has commenced and will be reported to Committee by 31 March 2015. Changes following the Finance Services Review will see staff taking on new and expanded roles and a new learning and development strategy is intended to support staff to develop their skills and knowledge.

Priority: Redesign the Council's debt collection arrangements

What the service will do:

- Ensure Angus Council has an efficient approach to the collection of income from customers and its pursuit of debts outstanding.

How we will do this	Progress as at 30 September
We will develop and begin to implement a comprehensive Income Strategy for the Council including a redesign of the Council's debt collection arrangements and transferring rent collection from Housing to the Revenues & Benefits Service	Work on this action has not commenced due to pressures of other work and in particular significant service review work which has taken longer than expected to complete. Resourcing of this project will be addressed during November to allow it to be progressed.
We will implement new approaches for taking payments from customers including our approach to cash payments	Work on this action has not commenced due to pressures of other work and in particular significant service review work which has taken longer than expected to complete. Resourcing of this project will be addressed during November to allow it to be progressed.

We will measure this by monitoring	Progress as at 30 September
Progress with development and implementation of the Income Strategy	Work on this has action not commenced due to pressures of other work and resourcing issue.
Proportion of outstanding sundry debt that is more than 90 days old from date of invoice as at 31 March (KPI)	This indicator is reported on annual basis via the Directorate Annual Report.

Priority: Deliver the key strands of the Transforming Angus programme

What the service will do:

- Contribute to the successful implementation of the Transforming Angus change programme;
- Lead on the implementation of specific areas of the change programme.
- Manage the activity of the Transforming Angus Programme Office and ensure its effective contribution to achieving sustainable change.

How we will do this	Progress as at 30 September
We will support the strategic governance of the Transforming Angus programme including the work of the Programme Board	The Transforming Angus Board has been established, including Cllr Murray (Chair), the Council's Chief Executive and 3 Strategic Directors. It meets on a 6 weekly cycle to review progress and provides direction in accordance with the Transforming Angus programme governance requirements. The Board are supported by the Service Manager (Transforming Angus), who provides Highlight Reports for each strand of the overall Transforming Angus programme to each meeting of the TA board.
We will develop and implement an Agile strategy to create a sustainable property estate and agile work practices	The Agile/Accommodation Programme Board are leading this work. It is planned to submit the Council's Agile Strategy to Committee early in 2015 and to work on implementation from then. This work will be progressed through the Transforming Angus Agile programme.
We will lead the implementation of the Angus Digital and Agile change programmes	The Agile change programme progress is noted above. The various projects within the Angus Digital change programme are also progressing reasonably well. In terms of the Web Estate development, Phase 1 went live on 12 August 2014. The plan is to have the majority of content transferred to the new site by 31 December 2014. The Web Estate Project Board held its first meeting on 18 August 2014 to ensure a strategic approach to the future redevelopment of the whole Council web estate. The integration work for online payments has commenced and will be completed by end October 2014. Plans for Phase 2 and subsequent phases are being further refined. In addition the Business Angus site is live and the project commenced for the Carnoustie Country site.
We will develop and manage the Transforming Angus programme office to support the Council's change agenda	Transforming Angus programme management, project delivery structures and governance arrangements are being developed to support the progression and implementation of the various strands of the

How we will do this	Progress as at 30 September
	Transforming Angus portfolio. Training requirements and opportunities are also being identified and supported to develop/enhance the Council's overall skillset in relation to change management. The approach will promote best practice across the Council and provide a centre of knowledge/excellence to support current and future change programmes.
We will develop an integrated blueprint for Agile Working within Angus to facilitate the Council's change agenda	The integrated blueprint for Agile working in Angus will be developed in tandem with the Agile/Accommodation Strategy. It is intended that this will be submitted to Committee in early 2015.
We will develop and implement policies which support the Transforming Angus programme to facilitate the Council's change agenda	Relevant policies to support the Transforming Angus programme are being developed and will be implemented in due course (e.g. HR policies to support Agile working).
We will support the Dundee and Angus Residual Waste project in partnership with Dundee City Council	Discussions are ongoing with Dundee City Council with regard to the valuation of the existing Dundee Energy Recycling Ltd (DERL) plant and it is anticipated that the procurement process for the new facility will be progressed in the near future.

We will measure this by monitoring	Progress as at 30 September
Implementation and benefits realisation of Transforming Angus across the entire change programme	This action will be progressed alongside the programme development process to identify the benefits realised from the change programme.

Priority: Ensure continued Public Sector Network (PSN) compliance

What the service will do:

- Maintain the Council's accreditation to the Public Sector Network.

How we will do this	Progress as at 30 September
We will work with the Cabinet Office and our class consultant to ensure we meet the required standards	Work with the class consultant for 2014/15 compliance was completed in February 2014 and an action plan agreed for submission to the Cabinet Office. This action is now complete.

We will measure this by monitoring	Progress as at 30 September
Receipt of PSN accreditation for the organisation	PSN accreditation was received in July 2014 for a period of one year. Future accreditation is dependent on the delivery of the action plan agreed and submitted to the Cabinet Office.

Identified Risk: **Major disruption in continuity of IT operations**

Risk Description: There is a risk with an increased dependency on IT systems that in the event of a major IT infrastructure failure the Council will be unable to deliver critical services

Risk Action	Progress as at 30 September
We will ensure Business Continuity Plans are in place for all key systems and tested annually	Plans are in place for all critical services. These are currently going through a quality assurance process and were subject to testing at the end of October.

Priority: Ensure continued effective governance and statutory compliance

What the service will do:

- Ensure good systems of governance are in place and being adhered to.

How we will do this	Progress as at 30 September
We will implement processes, procedures and measures which comply with the Council's key governance documents i.e. Council policies, financial regulations, schemes of delegations and statutory obligations	The Resources Directorate Leadership Team provides governance of, and monitors the performance of, the directorate on a regular basis. This helps to ensure required governance activities take place on schedule. There are no compliance issues to report as at 30 September.
We will ensure that the senior elected members, the Scrutiny & Audit Committee and all senior officers have an understanding of the roles of the Council's statutory officers	Detailed briefings on the role of the Council's statutory officers have been provided to the Corporate Management Team and will be submitted to members in due course by the Monitoring Officer. In terms of the Chief Financial Officer role members will receive a briefing on this once a new Chartered Institute of Public Finance (CIPFA) guidance document (currently being consulted upon) is available early in 2015.
We will oversee the implementation of the Council's Information Governance Strategy and Action Plan	The Information Governance Strategy and Action Plan are being updated further to the meeting of the Information Governance Steering Group. Formal approval will be sought from members of the group as soon as this work has been completed. Once approved the action plan will be rolled out to services for implementation.

We will measure this by monitoring	Progress as at 30 September
Annual Corporate Governance Assurance Statement Improvement Plan	Completion of actions within the Resources Directorate Annual Corporate Governance Assurance Statement Improvement Plan is monitored on a half yearly basis by the Resources Directorate Leadership team. All actions are on target for completion by due dates.

Other Performance Measures

In addition to the specific monitoring for priorities listed above the Resources Directorate will also monitor performance against the following measures as a means of assessing how well it is doing to deliver its core day to day services:

Measure	Progress as at 30 September
The cost of collecting council tax per dwelling (SPI) (LGBF)	This indicator is reported on annual basis via the Directorate Annual Report.
The % of invoices sampled and paid within 30 days (SPI)	100% sample, 85.2% paid within 30 days – this represents a slight decrease when compared to the same period last year (86%).
The % of income due from council tax for the year excluding relief's and rebates that was received by the end of the year (SPI) (LGBF)	This indicator is reported on annual basis via the Directorate Annual Report.

Budget

Revenue Monitoring 2014/15

	Net Vired Budget £000's	Profiled Monitoring Budget to Sept 14 £000's	Actual to Sept 14 £000's	Variance Profile v Actual Over/ (Under) £000's	Outturn £000's	Variance Budget v Outturn Over/ (Under) £000's
Corporate Improvement & Finance	3,766	2,376	2,263	(113)	3,472	(294)
HR, IT & OD	3,241	800	737	(63)	3,163	(78)
Legal & Democratic Services	2,538	1,016	936	(80)	2,368	(170)
Resources Directorate Total	9,545	4,192	3,936	(256)	9,003	(542)
Transforming Angus	904	357	73	(284)	360	(544)

The Resources directorate is currently below the profiled budget to September 2014 by £256,000 (6.0%) and projecting an underspend position against the full year net vired budget of £542,000 (5.2%). This is mainly due to staff slippage within all the services as a result of vacant posts with some posts being held vacant to address future budget efficiency savings and staff working reduced hours. Savings are anticipated within supplies & services on printing materials/miscellaneous supplies & services however this is offset by reduced property enquiries and legal fees income (Legal & Democratic Services) whilst additional Department of Works and Pensions administration grant is fully utilised by increased expenditure on computer systems support (Corporate Improvement & Finance).

Transforming Angus is below the profiled budget to September 2014 by £284,000 (80.0%) and projecting an underspend position against the full year net vired budget of £544,000 (60.0%). This is mainly due to the timing of delivering the various change programmes. The Transforming Angus budget given its nature is difficult to predict however any underspend against this budget will be automatically carried forward into the following financial year.

Capital Monitoring 2014/15

Net Expenditure – Capital Programme 2014/15

Table to follow with 5 columns, first row has headings with 4 rows to follow

	Net Budget £000's	Actual to Sept 14 £000's	Projected Outturn £000's	Projected Over / (Under) Spend £000's
Corporate Improvement & Finance	0	0	0	0
HR, IT & OD	17	17	17	0
Legal & Democratic Services	0	0	0	0
Resources Directorate Total	17	17	17	0

Only HR, IT & OD within Resources directorate have a capital programme in 2014/15. There are no significant variances on the net 2014/15 capital programme at this stage. Please note that the majority of capital projects within HR, IT & OD are funded in full from Renewal and Repair funds.

Renewal and Repairs (R & R) Fund 2014/15

The table below summarises the position on the IT and Print & Design Renewal & Repair Funds as at 30 September 2014.

Description	IT £000's	Print and Design £000's
Total R&R Fund as at 1 April 2014	1,407	252
<u>Add</u> Contributions & Additions to the Funds	600	0
<u>Less</u> Total expenditure to 30 September 2014	(530)	0
R&R Fund Balance as at 30 September 2014	1,477	252
<u>Less</u> Total committed expenditure outstanding	(1,236)	0
Uncommitted Fund balance as at 30 September 2014	241	252
<u>Less</u> minimum Fund balance	(100)	(20)
Available Fund balance as at 30 September 2014	141	232

The estimated uncommitted balance available on the funds detailed in the above summary totals £493,000. Once the de-minimis retention levels are taken into account the effective uncommitted balance reduces to £373,000.

2013/14 Directorate Improvement Actions carried forward

There were a number of directorate improvement actions which were due to be completed during 2013/14 but remained uncompleted as at 31 March 2014. Progress on completion of these actions as at 30 September 2014 were reported in [Policy & Resources Report No 370/14](#). Any actions with a completion date of later than 31 March 2015 will now be subsumed into the 2015/18 Resources Directorate Improvement Plan.

Action	Progress as at 30 September
We will improve the Councils asset management planning processes (IT; property).	This action has been superseded by the following action in the 14/15 DIP: We will develop and implement an Agile strategy to create a sustainable property estate and agile work practices.
We will redevelop the council website.	This action has been superseded by the following action in the 14/15 DIP: We will lead the implementation of the Angus Digital and Agile change programmes.
We will implement the new liP assessment process.	liP Internal reviews have been completed for all areas with the exception of the People Directorate but plans for that review are well advanced and it is anticipated that this will be completed by the December 2014 deadline.
We will review the charity accounts with a view to rationalising the current number.	This significant piece of work is now complete. All trusts due to transfer have moved into the newly established Angus Council Charitable Trust (ACCT). The ACCT had its first meeting on 11 September 2014.
We will provide the policy framework to allow Angus Council to improve the sustainability of its procurement activities.	This work has commenced with the support of Legal & Democratic Services and was planned to be reported to the Procurement Sounding Board by the summer of 2014. However, progression of this work stream has slipped due to other strategic priorities advised to the Corporate Procurement team, notably support of local economic impact "Buying Local", equalities in procurement, community benefits in procurement and strategic procurement initiatives. The Procurement Sounding Board has agreed to defer the completion date for this action to 31 March 2015.
We will manage the implementation of the Public Records (Scotland) Act 2011.	This action has been superseded by the following action in the 14/15 DIP:

Action	Progress as at 30 September
	We will oversee the implementation of the Council's Information Governance Strategy and Action Plan.
We will implement the recommendations from the review of conditions applied to taxi/private hire car licences and taxi/private hire car driver's licences.	The final report will be submitted to the Civic Licensing Committee on or before 14 May 2015.
We will support the Local Government Boundary commission for Scotland in their Fifth Statutory Review of Local Government Electoral Arrangements	The Commission are currently developing proposals for ward boundaries – draft proposals for formal consultation will be available in early 2015.
We will introduce a work at height policy	This policy will be prioritised for action in the Health, Safety and Well-being workplan which is currently being developed. The workplan will be finalised by 31 October 2014.
We will lead the development of the personnel functionality of Resourcelink	Work is progressing although there have continued to be a number of technical systems and functionality issues which have hampered development. These issues are being actively pursued with the supplier. Development of Resourcelink will continue and will be ongoing until 31 March 2018 and the action due date has been amend to reflect this.
<p>We will develop our IT infrastructure to assist in the move towards a more agile workforce by:</p> <p style="padding-left: 40px;">Consolidated Storage Infrastructure</p> <p style="padding-left: 40px;">Software Applications Transition / Replacement</p> <p style="padding-left: 40px;">Information / Data Matching</p>	<p>Work is progressing to the agreed plan with the major switchover scheduled for mid-term break in February 2015.</p> <p>A number of business applications have been migrated in line with the move to agile technologies. Current pace of change will see completion in December as scheduled.</p> <p>This work will be aligned to the delivery schedule of the council's channel shift programme and the national agenda for Citizen account being developed by the Scottish government. Existing budget was realigned for Public Sector Network (PSN) work as per committee report 374/14 and future work will be funded via Angus Digital.</p>

Action	Progress as at 30 September
We will further develop workforce planning arrangements	This action has been superseded by the following action in the 14/15 DIP: We will develop a workforce strategy aligned to the Council's vision and transformational change programme
We will develop our approach to programme and project management	This action has been subsumed into the following action in the 14/15 DIP: We will develop and manage the Transforming Angus programme office to support the Council's change agenda
We will provide legal advice and support to the Brechin Community Campus Project Team	Documentation completed on target and construction has now commenced on site.
We will provide legal advice and support to the Forfar Community Campus Project Team	Legal advice and support has been provided timeously and it is expected that the contract will be signed by December 2014. The action due date has been amended to reflect this.
We will review/develop personnel policies to support agile working	This action has been superseded by the following action in the 14/15 DIP: We will develop and implement policies which support the Transforming Angus programme to facilitate the Council's change agenda.
We will implement an improvement methodology for use within teams	A draft corporate Continuous Improvement strategy paper has been produced and reviewed by the Council Management Team (CMT) and directorate management teams. Its formal sign off will take place during October.
We will review the management competency framework	This action has been superseded by the following action in the 14/15 DIP: We will develop a workforce strategy aligned to the Council's vision and transformational change programme
We will implement an electronic performance appraisal system	The development of the electronic appraisal system is part of the development of the Resourcelink functionality and is ongoing. Action due date has been revised to 31 March 2015.